

## Appendix II

### Preconditions for Success: An Alliance Checklist

- **Common cause:** The issue to be addressed by the alliance is important to prospective alliance members. It is clear why forming an alliance is advantageous as a way to treat the issue.
- **Belief in alliances as a strategy:** Prospective alliance members believe that this approach can solve problems better than working independently. Alliance members are willing to treat each other as equal partners.
- **Presence of a convener:** At least one prospective alliance member has the standing to call the other alliance members to the table. The convener could be from USAID or from a partner group.
- **Principled Behavior:** It is critical that USAID aligns itself with those private entities whose interests are compatible with USAID's and whose business practices do not pose reputation risks for the alliance or for USAID. Look for 'evidence' that the proposed partners' operational practices incorporate, for instance, commitment to human rights, decent work conditions, environmental protection, and community involvement.
- **Resources:** Financial and human resources to support the alliance are available. Each member is willing to commit the particular resources that it is able to share.
- **Willingness to explore opportunities:** Alliance members are willing to take risks together that individually they might not be willing to take; and they're willing to work creatively together in doing so.

Don't feel that you have to work in isolation as you complete the checklist. Many other organizations — other donors, NGOs, companies, as well as other units in USAID — already have a wealth of experience in establishing and using alliances.